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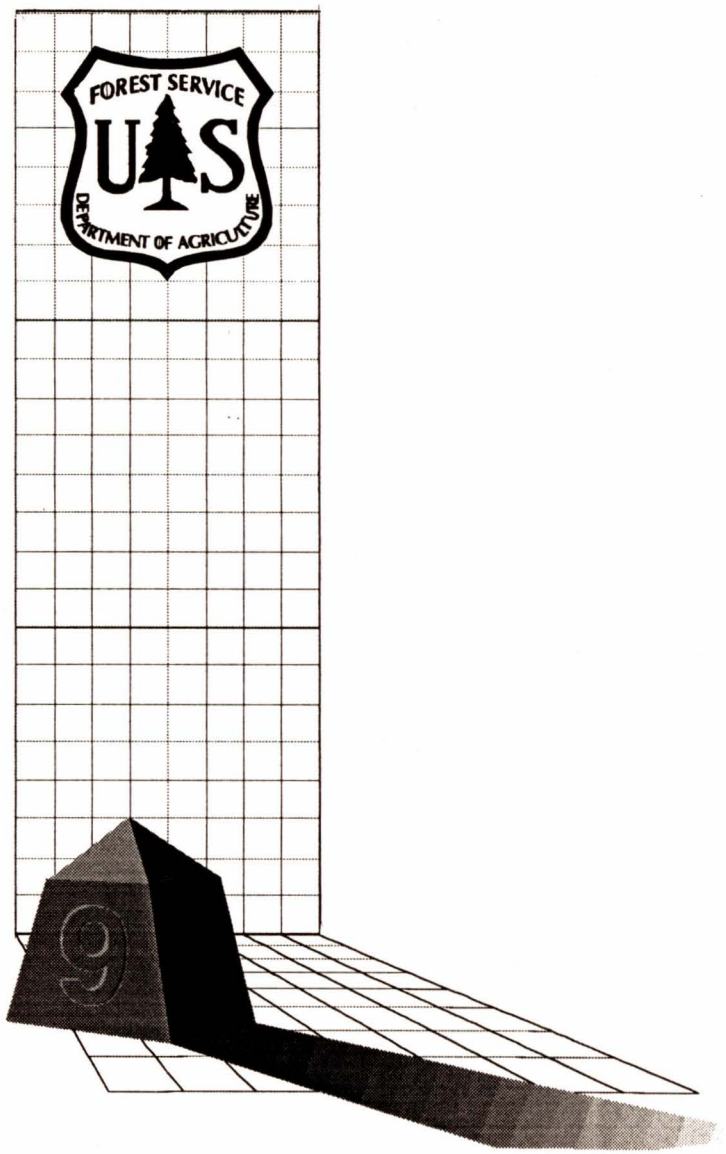
Reinvention Mileposts



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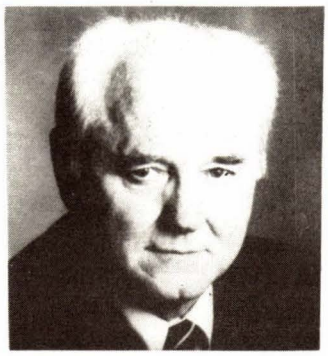

To Employees of the Forest Service and the People We Serve:

Reinvention Mileposts are the actions that will move us a significant distance on our journey toward making the Forest Service a conservation leader of the world. They build upon **The Forest Service Ethics and Course to the Future** and **Reinvention of the Forest Service: the Changes Begin**. They will help us to better achieve our goal of protecting ecosystems, restoring deteriorated ecosystems, providing multiple benefits for people within the capabilities of ecosystems, and ensuring organizational effectiveness.

As we continue our journey, I expect there will be more mileposts calling for new actions and objectives. Our journey of making the Forest Service a model of public service and efficiency in government will be ever continuing. I believe we have the talent and the resolve to make our vision a reality.

During the Next Year, We Will:

Streamline Headquarters Offices

Integrate Planning and Decisionmaking

Streamline Our Work

Prepare Our Workforce for Today and Tomorrow

With your help and support, we will achieve these goals.

The journey begins today!

Jack Ward Thomas

Jack Ward Thomas
Chief, USDA Forest Service

Streamline Headquarters Offices

Downsize the WO

To maintain an effective national headquarters, provide continuing leadership for an evolving Forest Service, achieve efficiencies in our operations, and meet downsizing goals, we will restructure the Forest Service Washington Office. Highlights of the changes include:

- Reduce number of employees in grades 14 and above.
- Reduce number of personnel by more than 25 percent.
- Reduce the number of Deputy Chiefs from 6 to 5.
- Reduce the number of individual staffs by more than 20 percent.
- Improve employee to supervisor ratio from 7 to 1 to 10 to 1.
- Create a National Leadership Team.
- Create corporate teams to deal with cross-disciplinary work.
- Create a corporate team of all staff leaders.

Downsize Regions, Stations, and Area Headquarters Offices.

Regional Leadership Teams are best able to determine where and how these reductions will be accomplished. These Teams will be responsible for ensuring that reduction goals are met, while still meeting the needs of the resources we care for, the people we serve, and our own employees.

- Downsize a total of at least 600 FTE's.
- Reduction goals will be achieved by FY 1997.

Integrate Planning and Decisionmaking

Create Regional Leadership Teams

Each Regional Leadership Team will include a Director of Operations, a Director of State and Private Forestry, a Director of Research and Development, and a Regional Forester. Individual Team members will be responsible for their program areas, and the Team will be responsible for integrated strategic planning, development of unified budget proposals, and coordination of actitivities within the Region.

- Draft Operating Plans developed by July 1, 1995
- Fully operational by October 1, 1996
- Submit first integrated regional budget for FY 1998

Hold Ourselves Accountable

Many of our reinvention goals require that we all learn and demonstrate new ways of dealing with each other and with our customers. We will judge how well we are meeting our mission of Caring for the Land and Serving People by on-the-ground results of our actions. We will encourage and reward these new behaviors in Forest Service employees.

- During FY 1996, we will move toward evaluating all line officers using a performance appraisal process involving input from supervisors, co-workers, peers, and customers.
- Leadership Teams at all levels will have new performance standards that reflect work and culture called for in our reinvention plan.
- Forest Service leaders' performance will be measured, in part, by their support and encouragement of reinvention principles and mileposts.

Streamline Our Work

Design for Results not Bureaucracy

All too often, employees of the Forest Service are captives of bureaucratic processes. Instead of processes that work for us, in too many cases we seem to work for the processes. A major goal of reinvention is to remedy this situation. In the past year, we have begun reengineering some local and regional work processes to simplify them and make them work effectively FOR us and the public. Our next step is to reengineer **system-wide** work processes that are used throughout the Forest Service. These processes will be redesigned to provide better public service, reduce red-tape, and make our work lives better and more rewarding. The processes are:

- Outyear Budget Planning
- Forest Planning
- Project Level Planning
- Travel Administration
- Integrated Personnel Systems
- Small Purchasing

To achieve these results we will:

- Develop an implementation schedule by September 30, 1995 for the work processes outlined above.
- Encourage Inter-Regional development of other reengineering projects.

Prepare Our Workforce for Today and Tomorrow

Put Customers First.

Building on our history of superior customer service, we will reach higher levels of quality. We will strive to serve our customers by living up to this Pledge:

Visitors will always be welcomed with prompt, courteous service.

Our offices, work sites and visitor centers will be open at times convenient to our customers.

Customers will receive the services and information they request, or we will explain why we cannot meet the request.

Customers will be fully informed of the process required for grants, agreements, contracts, and permits and we will respond in a timely manner.

Customers will be asked regularly to help us improve our services and business practices.

Our facilities will be safe, clean, attractive, and informative.

Our facilities and programs will be accessible to persons of all ages and abilities.

Over the next year we will:

- Publish, distribute, and display the Pledge at all Forest Service locations.
- Survey our customers and monitor service standards on a continuous basis.
- Provide customer service training to all employees.
- Create customer-driven systems and incentives.

Create an Entrepreneurial Spirit.

What if Forest Service managers had the choice of whom to use to get a job done? What if managers were no longer required to use local Forest Service employees if they could get better, less expensive services elsewhere, say in an adjacent District or maybe even a distant Research Station? Internal enterprise teams can provide a manager that choice. Encouraging individuals and teams through incentives to form internal enterprises can provide this choice. We have much to learn about internal enterprises, but we believe the concept has substantial promise.

- Establish a $250,000 Internal Enterprise Grant fund
- Sponsor an Internal Enterprise Symposium

Capitalize on New Technologies

New technologies are constantly presenting us with new challenges and opportunities to work more effectively. We will aggressively explore ways to incorporate these new technologies in our day-to-day work. We will not limit the use of these new technologies to purely technical or scientific disciplines or uses. Use of high-speed data transmission, for example, can provide employees the option of alternative work sites, such as satellite offices, saving the agency money on office costs. Extended use of video conferences and teleconferences, can save on travel costs. Creative use of the Internet could improve public involvement and promote better understanding of the agency mission and programs.

- Compile and distribute information on new ways of doing business
- Encourage units to explore use of alternative workplaces
- Provide training to employees on use of the Internet, teleconferencing, and other information sharing systems

Invest in Our Employees

In January 1996, we will implement the Continuous Improvement Process that will involve employees providing baseline data on the Agency's work environment and a mechanism for taking action to continually improve that environment. Beginning with the National Leadership Team and Regional Leadership Teams, we will educate ourselves to work in teams and to facilitate excellent performance in our changing workforce.

- Conduct first all-employee survey in January 1996.
- Survey results discussed and action plans developed with employees within six weeks of survey.
- Hire contractor to develop and administer Continuous Improvement Program.
- Educate National Leadership and Regional Leadership Teams in team dynamics during FY 1996.
- Educate other Forest Service employees in team dynamics by FY 1997.
- Give employees from throughout the Forest Service opportunities to participate in team approaches to problem solving and decisionmaking.